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AGO D/A ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

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IN REPLY REFER TO

AGAM-P (M) (27 Feb 67) FOR OT

2 March 1967

SUBJECT: Operational Report - Lessons Learned, HQ, Cam Ranh Bay Depot (Prov) and 504th Field Depot, Republic of Vietnam

TO: SEE DISTRIBUTION

1. Forwarded as inclosure is Operational Report - Lessons Learned, Headquarters, Cam Ranh Bay Depot (Prov) and 504th Field Depot, Republic of Vietnam for period 1 August - 31 October 1966. Information contained in this report should be reviewed and evaluated by CDC in accordance with paragraph 6f of AR 1-19 and by CONARC in accordance with paragraph 6c and d of AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to the Commandants of the Service Schools to insure appropriate benefits in the future from lessons learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

C. A. Stanfield
C. A. STANFIELD
Colonel, AGC
Acting The Adjutant General

Incl
/s

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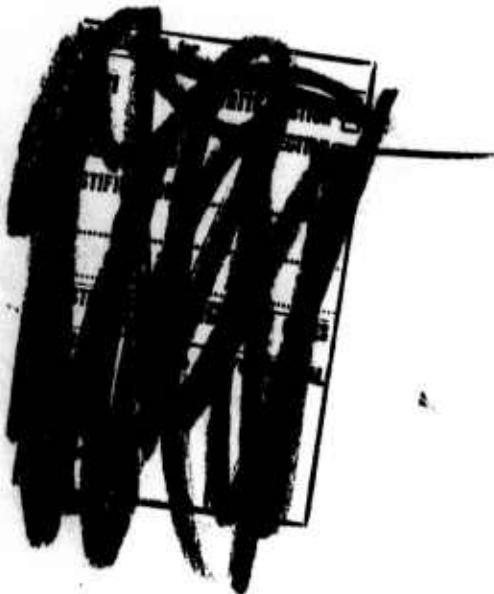
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OPERATIONAL REPORT



LESSONS LEARNED

① Operational rept. for quarterly period ending 31 Oct 66.

⑥ Lessons Learned, HEADQUARTERS,
CAM RANH BAY DEPOT (PROV)

AND

SOUTH FIELD DEPOT

CAM RANH BAY

REPUBLIC OF VIETNAM (U)

⑪ 31 Nov 66

⑫ 58p.

1 August 1966-31 October 1966

M&H (003650)

HEADQUARTERS
CAM RANH BAY DEPOT (PROV)
AND
504TH FIELD DEPOT
APO 96312

AVCA CRB-D-CO

13 November 1966

SUBJECT: Operational Report of Lessons Learned for Quarterly Period Ending
31 October 1966 (RCS ACFOR-65)

THRU: Commanding General
US Army Support Command, Cam Ranh Bay
ATTN: AVCA CRB-SPO
APO 96312

Commanding General
1st Logistical Command
ATTN: AVCA GO-H
APO 96307

Commanding General
United States Army, Vietnam
ATTN: AVC-DH
APO 96307

Commanding General
United States Army, Pacific
ATTN: GPOP-MG
APO 96558

TO: Assistant Chief of Staff for Force Development
Department of the Army
Washington, D.C. 20310

Subject report from this command for period 1 August 1966 through 31 October 1966, is forwarded in accordance with Army Regulation 1-19 and USARV Regulation 870-2.

5

TABLE OF CONTENTS

Chapter I	Directorate of Administration	Page 5
Chapter II	Directorate of Security, Intelligence, Plans and Training	Page 7
Chapter III	Directorate of Supply	Page 20
Chapter IV	Directorate of Storage	Page 33
Chapter V	Directorate of Maintenance	Page 37
Chapter VI	Directorate of Services	Page 38
Chapter VII	Directorate of Ammunition	Page 43

AVCA ORB-D-CO

13 November 1966
S U B J E C T : Operational Report of Lessons Learned for Quarterly Period Ending
31 October 1966 (RCS ACFOR-65) 4

N. A. Gage
N. A. GAGE, Jr
Colonel, TC
Commanding

CHAPTER I

DIRECTORATE OF ADMINISTRATION

SECTION 1 SIGNIFICANT ORGANIZATIONAL ACTIVITIES

A. Mission:

The mission of the Directorate of Administration is to provide assistance to the Depot Commander in exercising staff supervision for military personnel and administration, and for formulation of policies and exercising staff supervision over the procurement, allocation, promotion, pay, leave, morale and welfare, administration of military justice, classification and reclassification, transfer and replacement, administration of the proficiency pay program, and separation and redeployment of personnel.

B. Significant Accomplishments:

Beginning with the month of August, requirements were placed on this Depot to furnish certain skills in officer personnel to staff the headquarters of the US Army Support Command, Cam Ranh Bay. Initially, a total of eight officers from this command were reassigned to that headquarters during the month of August. Already understrength in officer personnel, the understrength decreased further to fourteen where it remained during this entire reporting period.

The workload in all areas of this directorate increased steadily with arrival of new units. An additional mimeograph machine was received in September to relieve the burden placed on the one machine in operation. Chaplain (Captain) William Gibson arrived on 3 September and assumed duties of Depot Chaplain. During the first week of September in-processing of personnel was further refined to include preparation of DA Form 1315 (Re-enlistment Data Card) and three copies of DA Form 1175 (Locator Card). Effective 1 September, the Commanding General, US Army Support Command Cam Ranh Bay, withdrew authority of this headquarters to award proficiency pay to enlisted personnel. Subsequent awards will be accomplished by that headquarters.

On 13 September, this directorate received a courtesy visit from the senior career counselors of Headquarters, US Army Vietnam and 1st Logistical Commands. Compliments were received on our reenlistment rate for the month of August. On 14 September, the Director of Administration initiated action to obtain information and feeder data from the Depot Staff for publication of the Organization and Functions Manual. On 11 and 12 September, the Military Personnel Division was visited by a Personnel Management team from Headquarters, US Army Vietnam. This team conducted a 100% audit of our enlisted personnel records. The initial Depot Safety Council was appointed on 21 September. On 23 September, a Data Processing team from Headquarters, USARPAC, visited for the purpose of reconciling assignments of personnel against morning reports as a result of all the reassignment actions accomplished in connection with COSTAR reorganization, effective 20 July 1966. On 29 September, a letter was received from the Commanding General, US Army Support Command, Cam Ranh Bay, assigning Depot the responsibility for the operation of a forms and publications center in support of all Army units located on the Cam Ranh Bay peninsula.

The Soldier Voting Program received intense publicity during this reporting period. Sufficient Federal Post Card applications were received in time to deliver "in hand" to every eligible voter by 28 September, but by the end of October, no posters or Voting Information Pamphlets (DA Pam 360-503) had been received. Because of the efforts of unit soldier voting officers, the lack of posters and pamphlets did not affect actual voting as statistics to be reported in subsequent report will reveal.

The 518th AG Personnel Services Company arrived at Cam Ranh Bay on 22 October. This is the unit which will eventually provide military personnel services for this Depot. This company is not expected to be fully operational before 90 days. They will, at the earliest possible date, begin accepting records of miscellaneous units at Cam Ranh Bay, assuming Depot personnel functions lastly. Three NCOs and eight personnel clerks from the 518th have been assigned duty with Depot Personnel Division until actual turnover of all records.

Cam Ranh Bay Regulations 10-1, Organization and Functions Manual, was published on 31 October 1966. During the entire reporting period of this Report, Major E. L. Kidd performed duties of both Director of Administration and Adjutant.

SECTION 2 COMMANDER'S OBSERVATIONS AND RECOMMENDATIONS

PART I. Observations:

Career Counselor

Item: Qualified Enlisted Career Counselor.

Discussion: This command had an excellent reenlistment program in effect until the latter part of September. The effectiveness decreased markedly with the departure upon rotation of SSG Polk who was performing this duty.

Observation: There is much emphasis placed upon the reenlistment program, particularly upon efforts to encourage reenlistment of the first termers, be he US or R. With a Depot of this size the enlisted career counselor's duties should be full-time.

PART II. Recommendations:

That qualified career counselors be made available and assigned even though no authorization exists, or that the senior headquarters at this station establish and operate a central reenlistment office for the entire peninsula.

CHAPTER II

DIRECTORATE OF SECURITY, INTELLIGENCE, PLANS AND TRAINING

SECTION 1 SIGNIFICANT ORGANIZATIONAL ACTIVITIES

There have not been any significant changes in organizational structure since the last report. Headquarters, 504th Field Depot (TOE 29-512T), with assigned and attached units, continues to operate the Cam Ranh Bay Depot, Republic of Vietnam, under the command of Colonel N. A. Gage, Jr., Transportation Corps. The depot, designated Cam Ranh Bay Depot (Provisional) in accordance with General Order Number 11, Headquarters, United States Army Support Command, Cam Ranh Bay, dated 3 June 1966, provides for the logistical support of US and Free World Forces within the logistical area of responsibility assigned the United States Army Support Command, Cam Ranh Bay. This area currently encompasses the southern half of the II Corps Tactical Zone. Organizational chart of Depot Headquarters is at Tab A; chart depicting the command organization is at Tab B. Mission of this depot is at Tab C.

This past quarter has seen tremendous strides made in further construction of the Cam Ranh Bay Depot in accordance with base development plans. Construction included completion of much needed warehouses, open storage sheds, maintenance shops, hardstand for open storage, and drainage ditches. At close of the period construction was well under way in constructing the four cold storage plants, one of which is expected to be completed on 25 December, another on 1 April and the other two on 1 July 1967. Additionally, Vinnell Corporation had erected power lines and was expected to provide perimeter lighting for the Depot in early November, and eventually electrical power for the entire depot operation. It is anticipated that the construction program will slow down as we get into the rainy season of the northeast monsoon which extends from November into mid-January.

Several new units have arrived at Cam Ranh Bay and were assigned to the depot during this period. Many of these units have arrived under the Accelerated Training Program which was recommended for adoption by this command. This program provided for minimum essential training to be conducted by supply units upon activation in CONUS, and continued "on-the-job" training to be conducted within the depot upon arrival in this command. The arrival of these units under this program has increased efficiency of operations within the depot and contributed toward alleviating a previous imbalance between Port discharge capability and the capability of this command to receive supplies. Unit arrivals during the period included the following:

- 12 Aug: 109th QM Company (Aerial Delivery)
- 7 Sep: 623d QM Company (Air Equipment Repair and Depot)
- 11 Sep: 135th Heavy Equipment Maintenance Company (GS)
- * 18 Sep: 423d Supply Company (Repair Parts) (GS)
- * 28 Sep: 539th Supply Company (Repair Parts) (GS)
- * 28 Sep: 575th Supply Company (Heavy Material) (GS)
- 1 Oct: 191st Ordnance Battalion, HHD (Ammo) (DS/GS)
- * 24 Oct: 56th Supply Company (Heavy Material) (GS)

10

24 Oct: 68th Engineer Detachment (C2)
2 Nov: 33d Ordnance Company (Ammo)
* 2 Nov: 548th Supply Company (General Supply) (GS)
2 Nov: 588th TC Company (Depot)
* 2 Nov: 855th Supply Company (General Supply) (GS)
2 Nov: 855th Signal Detachment (Supply & Issue)
* Denotes units which arrived under the Accelerated Training Program.

The 606th Ordnance Company (Ammo), a reduced strength unit stationed at Cam Ranh Bay since arrival in-country in September 1965, departed on 30 October for reassignment to the Tuy Hoa Sub Area Command (Provisional). This unit was replaced at Cam Ranh Bay by the 33d Ordnance Company which arrived on 2 November.

Personnel and equipment of this command have continued to be levied by higher headquarters for establishment of forward support areas and to augment personnel and equipment resources of other commands. Although these levies have been necessary in providing for the continued support of combat units and operations, they have caused some turbulence in assignment and utilization of personnel and equipment in accomplishment of the depot mission. The Pipeline Platoon, 647th QM Company (Petrol Opng) has been assigned TDY to Qui Nhon Support Command. Two Pipeline Sections, 524th QM Company (Petrol Opng) have been assigned TDY, one to the Phan Rang Sub-Area Command and the other to the Tuy Hoa Sub-Area Command. Elements and equipment of the 135th and 136th Maintenance Companies have been providing maintenance support within the Tuy Hoa Sub-Area Command. It is anticipated that the 136th Maintenance Company will be released from assignment at Cam Ranh Bay and assigned to the Tuy Hoa Sub-Area Command in the near future. Personnel and equipment of units attached to the 96th Supply and Service Battalion (DS) and the 191st Ordnance Battalion (Ammo) (DS/GS) have been performing missions with forward support areas in support of combat operations. In the latter part of August this command was given the mission to establish and operate a CW/RU Net for US Army Support Command, Cam Ranh Bay, utilizing AN/GRC-46 radios and operators of the Provisional Ammunition Battalion and the 96th Supply and Service Battalion. Stations were established and operated at Phan Thiet, Phan Rang, Cam Ranh Bay, Nha Trang, Tuy Hoa, and Ban Me Thout. This mission was later taken over in October by the Signal Officer, newly assigned to the US Army Support Command, Cam Ranh Bay. Radios and operators were reassigned from the Provisional Ammunition Battalion, which was discontinued on arrival of the 191st Ordnance Battalion (Ammo), and from the 96th Supply and Service Battalion which was no longer authorized this equipment on completion of CUSIAR reorganization.

Seventeen (17) company size units and five (5) detachments are currently assigned or attached to the 96th Supply and Service Battalion (DS). An optimum span of control would be assignment of from five (5) to seven (7) company size units to a battalion headquarters. This battalion, with a total authorized strength in excess of 3400 men, is believed to be the largest battalion in the United States Army. Consideration was given to organizing one or more provisional battalion headquarters to improve the span of control

over these assigned units. However, with a critical shortage of officers it would have been difficult to staff even one provisional battalion, and with announcement that two additional battalion headquarters would be assigned to this command in the next quarter, this course of action was not adopted. Lieutenant Colonel Arthur J. Gregg, Commander of the 96th Supply and Service Battalion, has demonstrated exceptionally outstanding leadership ability in his command of this battalion.

Strength of the Cam Ranh Bay Depot (Provisional) as of 31 October 1966, is indicated below. Strength figures do not reflect those units which arrived on 2 November 1966. The Cam Ranh Bay Depot troop list is attached as Tab D.

	<u>OFF</u>	<u>WO</u>	<u>EM</u>	<u>AGG</u>
AUTHORIZED:	211	48	4844	5103
ASSIGNED:	184	39	4918	5141
PRESENT FOR DUTY:	164	34	4401	4599

Plans published during the period have been primarily oriented toward ground defense operations in support of area defense plans for the Cam Ranh Bay area, and for continuance of logistical operations in support of combat operations.

OPLAN 1-66 (Defense Plan For Cam Ranh Bay Depot Sector, Cam Ranh Bay)(U) was published on 17 August. This plan organizes subordinate units into Task Forces and assigns missions for ground defense operations within the sector of Cam Ranh Peninsula assigned to the responsibility of this command.

A Standing Operating Procedure for Emergency Operations (SOP/EOPS) (U) was published on 5 September implementing similar SOP's of higher headquarters. This SOP provides guidance to subordinate commands for the conduct of various emergency type operations.

OPLAN 2-66 (Air Drop Contingency Plan)(U) published on 20 September implements contingency missions assigned this command in accordance with 1st Logistical Command OPLAN 30-66, and envisions the employment of the 109th QM Company (Aerial Delivery) in aerial resupply missions.

OPLAN 3-66 is a contingency plan published on 27 October to provide for alternate means of continuing depot operations in the event certain functions are contracted to civilian firms which may later become involved in labor strikes because of disputes and/or grievances.

Operations supported with supplies, personnel and/or equipment during this period included: Operations ROBIN, STABLE, WREN, BYRD, ROLLING STONE, ADAMS, NORTH CAROLINA, AND GERONIMO. Some of these operations were continuing at the close of this period.

Extensive ground defense training exercises were conducted by all subordinate units during the latter part of August and early September in anticipation of increased Viet Cong activity in connection with the Government of Vietnam National elections held on 11 September. The GVN National elections were conducted without incident in the Cam Ranh Bay area where an estimated 92 Percent of eligible voters turned out to cast their ballots. 12

All units continued to perform "on-the-job" training while also operating two twelve (12) hour shifts, seven days a week. Emphasis has been given to the continued training of units which arrived under the Accelerated Unit Training Program. It is visualized that these units will complete all required training prior to 1 February 1967. Specialized training for maintenance personnel was received on the AN/GRC-106 Radio, Turret and Fire Control Equipment, and Automotive Maintenance. At the end of the period plans had been finalized for attendance of Material Handling Equipment supervisory maintenance and operator personnel at an 80 hour course of instruction on new model Fork Lifts. This training will be presented by factory representatives at Cam Ranh Bay during the period 14-21 November.

Lieutenant Colonel William J. Hailo, Quartermaster School, Fort Lee, Virginia, a member of the CONARC Team evaluating CONUS training programs, visited this command during the period 4-6 September. Purpose of his visit was to evaluate the effectiveness and adequacy of instruction included in programs of instruction at Fort Lee as determined by the ability of graduates to perform required supply and service support functions in Vietnam. Areas of special interest included supply, storage, subsistence, POL, and graves registration services.

New impetus was given to the Command Information Program during this period with responsibility for this program assigned to the Directorate of Security, Intelligence, Plans and Training. All units have implemented a program for monthly Commander's Call, and submission of home town news releases and feature articles for publications.

In early August, a program was initiated for publication of a Cam Ranh Bay Depot Weekly Intelligence Summary. Significant areas of interest to units operating at Cam Ranh Bay are Khanh Hoa Province in which Cam Ranh Bay is located, Phu Yen Province to the north and Ninh Thuan Province to the south. These provinces encompass an area of approximately 45 miles to the south, 100 miles to the north, 45 miles to the west and bordered on the east by the South China Sea. In as much as the depot has only a limited capability for gathering intelligence information, liaison had to be established with other commands for the mutual exchange of information. By late August, coordination had been made through personal visits and correspondence for the exchange of information with the following commands: USASC, CRB; 35th and 45th Engineer Groups; 10th Aviation Battalion; 101st Airborne Brigade; IFFV; Khanh Hoa Sector Advisors; 524th MI Detachment; CRB Tactical Operations Center; and the Cam Ranh City Special Sector Headquarters. The first Cam Ranh Bay Depot Weekly Intelligence Summary was published on 1 September and it has been published

weekly since that date. Comments received from readers have been commendable and prove that this publication has filled a significant need particularly for units in the Cam Ranh Bay area.

Efforts continued during this period to improve upon physical security. A request was submitted to CofS, SP&O, USASC, CRB, on 5 September to have the area between east-west grid lines 18 and 22 defoliated to provide for better observation and less opportunity for hostiles to conceal themselves. Completed action on this request is still pending. On 3 October, in response to a request for sentry dogs to be assigned the depot for security of the ammunition area and other storage areas, a representative of the 212th MP Company (Sentry Dog) visited the depot. A survey was conducted to determine the appropriateness of assigning sentry dogs to this command and to determine also the quantity of dogs that would be required. Comments of the officer conducting the survey indicated that he would recommend approval of our request. Completed action is still pending. In November 1965, and again in March 1966, requests were made to 1st Logistical Command for assignment of Security Companies to this command for security of the ammunition area and other storage areas. A reply to the latter request indicated that a Security company would be assigned; however, completed action on this request is still pending. Other significant comments on the security of the ammunition area are included in Section II, Chapter VII of this report. The basic development plan for construction of facilities at Cam Ranh Bay includes requirements for chain link fencing and perimeter lighting around the ammunition storage area and the depot area. Effective security control can not be established without adequate fencing. Electrical lighting for perimeter of the depot area is expected to be completed in early November; however, a higher priority for perimeter lighting of the ammunition area and for fencing of these areas is required.

Receipt of authority by this command to validate security clearances, as contained in 1st Logistical Command Regulation 380-5, dated 12 July 1966, has significantly contributed to an improved system for the expeditious validation of clearances possessed by new arrivals. The following reflects actions completed in the processing of security clearances during the reporting period:

Number of validations processed:

Top Secret:	9
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Secret:	52
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Number of Confidential clearances granted:	81
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Number of requests submitted for investigations:

Background Investigations:	2
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National Agency Checks:	43
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Records Checks:	<u>192</u>
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TOTAL ACTIONS:	379
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SECTION 2 COMMANDER'S OBSERVATIONS AND RECOMMENDATIONS

14

PART I. Observations:

Accelerated Training

Item: Accelerated Training for Unit Deployment.

Discussion: Although highly desirable that units should complete basic unit training prior to deployment, it is possible to conduct intensified training under an accelerated program whereby minimum essential training is conducted prior to deployment, and "on-the-job" training is conducted upon arrival in area of assignment.

Observation: Units trained under an accelerated program can contribute significantly to accomplishment of missions in an overseas area while performing "on-the-job" training.

Troop Base Development

Item: Planning and development of schedules for activation, training and deployment of units.

Discussion: A rapid build up of supplies and equipment for support of combat operations is dependent upon many factors which must be considered for the efficient conduct of logistical operations. Paramount in importance is the requirement that planning provide for a balanced logistical team in those areas of operations where one element is dependent upon the other for efficient operations, such as is experienced in a combined Port and Depot operation. Realistic planning for a balanced team requires an understanding of the inter-relationships that units have with one another in accomplishment of assigned missions, and a comparison of the tonnage handling capability of each type unit. Terminal service companies must be available for unloading ships; transportation truck companies must be available for port clearance of cargo; supply handlers must be available at depot or other destination for efficient turn-around time of transportation. This latter is dependent also upon the availability of adequate and sufficient quantities of material handling equipment for efficient unloading operations at receiving points. All motorized equipment is dependent upon adequate maintenance performed at scheduled intervals; operating two twelve hour shifts, seven days a week with the same equipment being utilized by both shifts, does not provide time for performance of required maintenance operations. Depot shipping operations should not be dependent upon the same transportation allotted for Port discharge, particularly when operations in each area are being conducted on a 24 hour schedule, seven days a week. A more practicable solution would be assignment of transportation truck units to the depot for line haul in shipping operations. Assignment of transportation truck units must also be with an understanding of the type of supplies to be shipped from depots by line haul, i.e.; perishables, ammunition, POL rations and Engineer Class IV construction and barrier materials. An imbalance in any one of these interrelated activities will

effect efficiency of operations in the other areas. An imbalance favoring Port discharge capabilities results in a backlog in depot receiving operations; shortages of available transportation for line haul results in a backlog in depot shipping operations.

Observation: Planning and development of schedules for activation, training and deployment of logistical units must consider the interrelationship that these units have to insure that a balanced troop base is attained.

TOE Equipment

Item: Equipment nonessential to mission accomplishment.

Discussion: Certain items of TOE equipment will not be required by a unit in its area of deployment. This is particularly true of Crypto Security type equipment. Shipment of nonessential equipment to overseas areas results in a waste of manpower, shipping space and expense. Additionally, security type equipment requires security intransit and upon arrival at destination until necessary authorization is obtained to turn it in to security equipment repositories.

Observation: Units should be provided guidance, as early as possible prior to their deployment, on any equipment they have which may not be required at overseas destination, so that authority can be obtained to delete those items from overseas shipment.

Security

Item: Safeguarding Classified Defense Information.

Discussion: Officers and noncommissioned officers will frequently be required to possess, handle, prepare, process, store and secure classified documents and correspondence in an overseas area, particularly in staff and administrative offices of headquarters at all levels. It is of paramount importance in the security of classified defense information that these individuals be familiar with basic requirements for preparation of classified correspondence to include assignment of classification to the subject and paragraphs, as well as to the overall classification assigned the document or correspondence. Equally important is assignment of protective markings to nondefense information and the assignment of appropriate instructions for regrading/downgrading and/or declassification.

Observation: Officers, noncommissioned officers and administrative clerks should be familiar with AR 345-15, AR 380-5 and AR 380-6 before departing CONUS for overseas assignment. Such training should include practical application.

Security

Item: Security Clearances.

16

Discussion: Validation of security clearances in an overseas theater of assignment can be expeditiously accomplished if the individual has had a National Agency Check or Background Investigation, within the time period prescribed by regulations. Individuals arriving with out-dated clearances will experience a delay in obtaining validations. Similarly, noncommissioned officers and administrative personnel likely to be assigned to headquarters elements, can expedite the receipt of clearances for SECRET or higher by having a National Agency Check initiated prior to departure from CONUS.

Observation: Processing of officers and noncommissioned officers for overseas movement should be initiated as soon as possible upon receipt of reassignment orders to insure they possess clearances which indicate a National Agency Check or Background Investigation within the time period required for validation on arrival in overseas command.

PART II. Recommendations:

Security:

- a. That necessary security units be assigned this command for security of the ammunition area and other areas utilized for depot storage.
- b. That a higher priority be established for erection of security fencing around the joint ammunition storage area, and other areas utilized for depot storage.
- c. That a higher priority be established for erection of perimeter lighting around the joint ammunition storage area and other areas utilized for depot storage.

Training: That the program for accelerated training of supply units be continued as required.

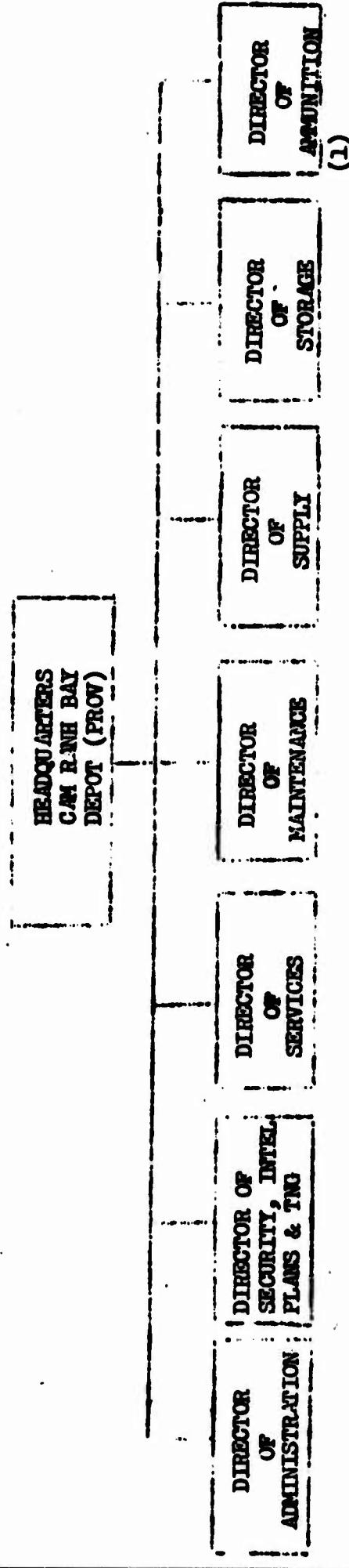
Transportation: That consideration be given to assignment of transportation truck units for line haul in shipment of depot supplies.

Operations: That continued command emphasis be given to assignment of supply, service, ammunition and maintenance units to forward support areas as a means of reducing personnel turbulence in depot operations caused by fragmentation of units for staffing forward support areas.

17

HEADQUARTERS
CM RANH BAY DEPOT (PROV)
AND
504TH FIELD DEPOT

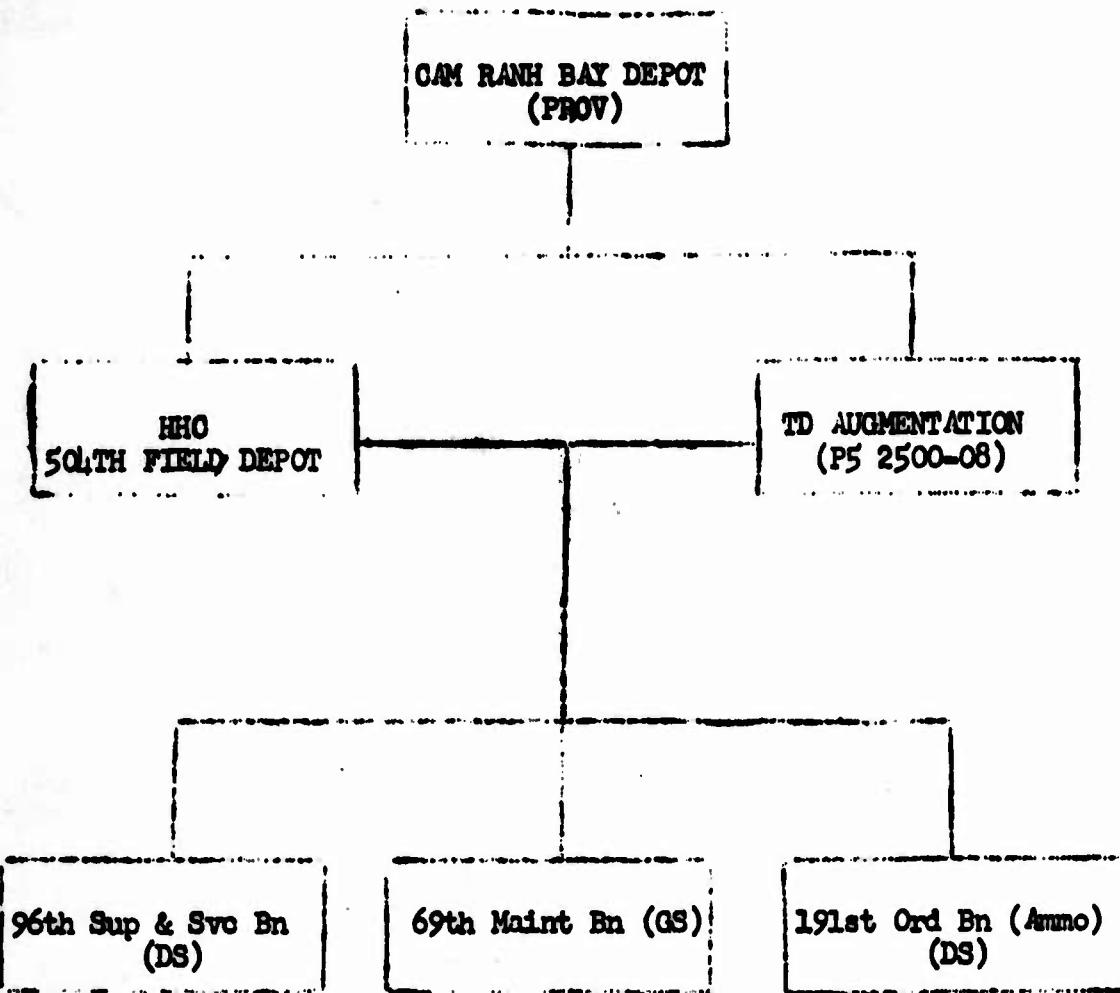
ORGANIZATIONAL CHART HEADQUARTERS CM RANH BAY DEPOT (PROV)



(1) The Commanding Officer, 191st Ordnance Bn (Ammo) also serves as the Director of Ammunition.

HEADQUARTERS
CAM RANH BAY DEPOT (PROV)
AND
504TH FIELD DEPOT

ORGANIZATIONAL CHART CAM RANH BAY DEPOT



TAB B to Chapter II, CRB Depot Operational Report of Lessons Learned
(RCS ACFOR-65) for period 1 Aug-31 Oct 66.

24

HEADQUARTERS
CAM RANH BAY DEPOT (PROV)
AND
504TH FIELD DEPOT

MISSIONS

1. Headquarters, 504th Field Depot.

a. To command and provide operational planning, control and supervision of assigned or attached units required to operate a field depot.

b. To operate a field depot known as Cam Ranh Bay Depot (Provisional) as directed by the Commanding General, US Army Support Command, Cam Ranh Bay.

2. Headquarters Company, 504th Field Depot.

a. Provide for administrative command and control, non-technical training and logistical support of enlisted personnel assigned and attached to directorates and special staff elements organic to Headquarters, 504th Field Depot.

b. Provide for command, control, supervision, training and logistical support of personnel assigned to unit supply, mess, maintenance and administrative elements organic to Headquarters Company, 504th Field Depot.

c. Provide unit administration, supply (less property book functions), and limited organizational maintenance for Headquarters and Headquarters Company, 504th Field Depot.

3. Cam Ranh Bay Depot (Provisional).

a. Receive, store, provide in-storage maintenance and issue items of equipment and supplies.

b. Provide direct support and general support maintenance, repair parts, and collection, classification and salvage for Ordnance, Engineer, Quartermaster, Chemical, Signal (less crypto and avionics) and transportation (less aircraft and marine) material.

c. Provide parachute packing and rigging of supplies and equipment for resupply by aerial delivery, and field maintenance support and reclamation of Quartermaster air type equipment.

d. Provide bakery, laundry, bath, property disposal, and graves registration services for units assigned to the Cam Ranh Bay Area.

TAB C, to Chapter II, CRB Depot Operational Report of Lessons Learned (RCS ACFOR-65) for period 1 Aug - 31 Oct 66.

22

- e. Provide for the security of personnel, equipment and facilities within the Cam Ranh Bay Depot complex.
- f. Provide ammunition services.
- g. Operate gas generating plants for the production of acetylene, oxygen, nitrogen, hydrogen and carbon dioxide gases.
- h. Provide personnel administrative services to include classification, personnel accounting, casualty reporting and rosters and orders effecting personnel actions for units assigned or attached for this purpose.

HEADQUARTERS
CAM RANH BAY DEPOT (PROV)
AND
504TH FIELD DEPOT

23

TROOP LIST

HHC, 504th Field Depot

69th Maintenance Battalion (GS)

HHD, 69th Maintenance Battalion (GS)

128th Signal Company (Supply & Maintenance)

129th Main Support Company (DS)

135th Heavy Equipment Maintenance Company (GS)

136th Light Maintenance Company (DS)

510th Engineer Company (Maintenance) (DS)

96th Supply and Service Battalion (DS)

HHC, 96th Supply and Service Battalion (DS)

31st Supply Company (Heavy Material) (GS)

67th Engineer Detachment (Gas Generating)

273d Engineer Detachment (General Supply)

53d Supply Company (General Supply) (GS)

56th Supply Company (Heavy Material) (GS)

59th Field Service Company (GS)

567th Engineer Detachment (Water Transport)

74th Supply Company (Repair Parts) (GS)

109th Quartermaster Company (Aerial Delivery)

221st Supply and Service Company (DS)

423d Supply Company (Repair Parts) (GS)

524th Quartermaster Company (Petroleum Operating)

539th Supply Company (Repair Parts) (GS)

548th Supply Company (General Supply) (GS)

575th Supply Company (Heavy Material) (GS)

588th Transportation Corps Company (Depot)

623d Quartermaster Company (Air Equipment Repair and Depot)

647th Quartermaster Company (Petroleum Operating)

68th Engineer Detachment (Carbon Dioxide)

855th Signal Detachment (Supply and Issue)

855th Supply Company (General Supply) (GS)

191st Ordnance Battalion (Ammunition) (DS/GS)

HHC, 191st Ordnance Battalion (Ammunition) (DS/GS)

133d Ordnance Detachment (Explosive Ordnance Demolition)

174th Ordnance Detachment (Ammunition Renovation)

33d Ordnance Company (Ammunition)

611th Ordnance Company (Ammunition)

630th Ordnance Company (Ammunition)

TAB D, to Chapter II, CRB Depot Operational Report of Lessons Learned (RCS
ACFOR-65) for period 1 Aug - 31 Oct 66.

25

CHAPTER III

DIRECTORATE FOR SUPPLY

SECTION 1 SIGNIFICANT ORGANIZATIONAL ACTIVITIES

Many significant developments and changes have occurred within the Directorate for Supply during the past three months. Among the most significant were the phase out of the Retail Class II and IV Activity at Cam Ranh Bay, the assignment of the Red Ball Express function to this Directorate and the inclusion and mechanization of Engineer Class IV Stock accounting records within the Directorate. In addition, the warehouse relocation project by federal supply class and inclusion of warehouse locations in the stock records as well as the continually improving supply profile statistics were other significant advances during the past three months.

A. Major Operational Activities: The major operational activities will be discussed in two categories: Class I activities and Class II and IV activities.

Class I: During the first half of May an inventory of Sundry Packs in the warehouses was conducted. The results of this inventory were used to adjust the stock records in the Subsistence Branch. During the last part of August, the decision was made to no longer consolidate the Subsistence Summary Report in the Class I Stock Control Branch. Instead, the Ration Breakdown Points assumed the responsibility of submitting their feeder reports directly to 1st Logistical Command.

Throughout this three month period the Subsistence Branch provided logistical support for Operation BYRD, a tactical operation.

On approximately 1 September 1966, an inventory of the "B" ration meats was conducted and a report submitted to the US Army Support Command, Cam Ranh Bay. Around 20 September 1966, notification was received that US Army Barge 6668 would be replaced by 6 small barges by 1 January 1967, and the Reefer Vessel, USNS Yaque, would be transferred from Cam Ranh Bay by 1 January 1967.

During October the Chief, Subsistence Branch conducted a study concerning the feasibility of giving up the reefer vessel USNS Yaque by 1 January 1967. The results of this analysis were forwarded to higher headquarters.

Class II & IV: During early August the Electronics Branch performed a reconciliation of requirements of units supported by CRB Depot for 10 KW Generators.

The purpose of this reconciliation was to determine the priority of release for a generator shipment that was due in during the latter part of August. Another reconciliation was accomplished by this branch on a 1344 line requisition listing from the Defense Electronics Supply Command. This reconciliation resulted in the cancellation of 927 requisitions and partial cancellation of 151 requisitions.

26

The Electronics Branch conducted two other significant projects during August. First, they applied the 140 common support items list for the Navy and Air Force to their ASL. Eighty-four of these items were already on the ASL while the remaining items were additions. As a result, requisition objectives (R/O's) were adjusted and/or established and replenishment requisitions submitted on 31 August 1966. Secondly, 846 lines of avionics repair parts were shipped to the 34th Aviation Support Group in Ton Son Nhut on 29 August 1966. This shipment involved items in FSC's 5821, 5826 and 5841. Approximately 150 additional lines were shipped in early September. These shipments depleted the stock on these items to zero balance and the items were deleted from the Depot ASL.

During August the General Material Branch conducted a review of all paint products, FSC 8010; approximately 800 items were in stock. The purpose of the review was to delete duplicate items and reduce R/O's and dues-in where quantities were excessive to demand experience. In addition, this branch developed an SOP for gas and cylinder procedures. The existing system was inaccurate and difficult to control managerially in two respects: there was lack of coordination between stock control personnel and Engineer Class IV yard personnel and the distance involved between the storage area and the depot was too great.

On 15 August, the General Material Branch took over the stock control function for packaged POL products. Of the 160 line items carried on the ASL, only 125 were active with on hand balances and dues-in and dues-out. This branch also initiated a study in coordination with the Director of Maintenance to determine the critical short supply on repair parts for office machines and to review supply status for these items.

During August all commodity branches in this Directorate provided active support for the tactical Operation BYRD. Requests for logistical support of this operation were received in the form of supply directives and shipments were expedited by the Material Readiness Expediting Section on a 24 hour basis. In addition, the same type of logistical support was provided for another tactical operation, Operation ROLLING STONE; however, the majority of this support was provided by the Subsistence Branch for Class I supplies.

During September, the General Material Branch conducted a review of all decorations and awards, FSC 8455.

Per direction from 1st Logistical Command all FSC 8455 items that were in stock were sent to Saigon to be stored and controlled there. These items were therefore deleted from the CRB Depot ASL. Also during September a critical shortage existed for mattresses. This office advised 2nd Log Command in Okinawa of this shortage and requested follow-up action be initiated immediately on requisitions due-in to this depot. At that time, this office was advised that 2nd Log Command was also at a zero balance on this item. However, during the month of October this critical shortage was alleviated.

A special machine run of the General Material Branch ASL conducted on 17 September disclosed that 4752 items, 59.4% of the total 8004 item ASL, had a zero balance. Therefore, a Zero Balance Survey Team was organized to search the fifteen warehouses in which these items were suppose to have locations. A list of warehouse locations was obtained from the Storage Directorate and the survey was initiated. The survey team continued its search into October. The final result of the total 4752 items that were researched was a find of 624 items or approximately 13%. A total of 4349 items had been reflected at zero balance against one warehouse; however, 496 items, 11.4% were found in 21 different warehouses or in open storage areas.

During September a study was completed on water purification chemicals. It was found that due-in quantities for this depot were excessive, quantities on hand were not reflected on stock record cards and demand data was inaccurate. Accurate demand data was collected from each supported unit and appropriate cancellation and deletion actions were taken.

On 17 September, 1st Log Command was advised of the current and future requirements for G.P. Medium Tents, a critical item in Vietnam. Projected initial requirements for the September-November period were 507. It was reported that normal replacements for the same period would deplete the present stock. 1st Log Command advised that they would make arrangements to provide the necessary requirements by sea lift.

Also during September the first shipment of D7E Caterpillar Tractors was received for depot stock. These tractors were part of the equipment standardization program to be discussed in the next section of this report.

During October a study was made on 215 line items in FSC 7105-7110, office and household furnishings, to determine those items which could be deleted in favor of standard items. Requisition objectives were revised, excessive quantities were cancelled and some items were deleted where appropriate. In addition, the General Material Branch reviewed 358 lines in FSC 8110, paint products, with the objective of eliminating duplicate items and arriving at a standard size container where possible.

Requisition objectives were computed in accordance with the most recent 210-day demand data listing. A physical inventory was completed and on-hand balances adjusted per inventory. 28

A study was completed in October on select items of clothing to determine which items could be carried as the standard issue item. Of 337 lines, 147 were adopted as standard and 190 identified as substitute items.

B. Major Projects: Five major projects within the Directorate of Supply during the past three months will be discussed here. First of all, during August, the Class II and IV Supply Activity at Cam Ranh Bay was phased out. Effective 1 September 1966, authorized customers began submitting requisitions directly to the CRB Depot. These customers had previously obtained their supplies from the Class II and IV Retail Activity which was supported by CRB Depot. This phase out increased the authorized depot customer roster from 76 to approximately 185 units.

A second major project involved the relocation of depot stockage by federal supply class. This reworking project actually continued throughout this three month reporting period. For the first time, on 12 September 1966, the stock records within this Directorate reflected the warehouse location which made it possible to prepare material release documents with the warehouse location reflected thereon. Although many items still have multiple locations, this project was a major step toward establishing an efficient system for processing release documentation to the correct warehouse location.

The third project to be discussed is the equipment standardization program for the D7E Caterpillar Tractor. In the past, a variety of tractors have been used in Vietnam; however, a program was initiated in September to establish one standard tractor for use in Vietnam. It was felt that such a standardization program would alleviate many problems with maintenance and the supply of repair parts for tractors. The D7E Caterpillar Full Track Tractor was selected for this standardization program. At the close of October, 40 D7E's had been received and issued to using units by CRB Depot.

A fourth major project conducted during this reporting period involved a due-out reconciliation with authorized depot customers. This quarterly reconciliation is required by regulation and included those valid dues-out from CRB Depot as of 30 September 1966. At this cut-off date, 119 customers had valid dues-out with this depot. By the end of October, 71 of these customers had completed their reconciliation.

The fifth major project was the depot due-in reconciliation with the Okinawa Depot.

In an attempt to verify those requisitions which had been passed to Okinawa for further supply action, this Directorate screened the listing of valid dues-in which Okinawa prepared and took appropriate follow-up or cancellation action where applicable. At the end of October, one officer from this Directorate went to Okinawa for further work on this project.

C. Major Organizational Changes and Administrative Activities: Effective 19 October 1966, the Directorate of Supply was assigned the responsibility of operating and managing the Redball Express function. This function had previously been the responsibility of the 69th Maintenance Bn., CRB. A Redball warehouse and office was established, and one officer and approximately 15 enlisted men from this Directorate began Redball Express supply operations on 19 October 1966. By the end of October, the operation was operating smoothly and efficiently.

During August the Engineer Class IV stock accounting system was transferred from the Class IV Supply Yard to the Industrial Supply Branch, Director for Supply. The system transferred was a manual system. However, during the month of October the first steps in the mechanization of this stock accounting system were made. This project should be completed sometime in November. The mechanized system will provide more efficient operation and control and will standardize the stock records system with that presently in use within this Directorate.

A major organizational change occurring during the past three months was the establishment of three teams under control of the Director for Supply: the Warehouse Refusal Investigation Team (WRIT), the Location Survey Team and the Zero Balance Team. The WRIT Team was established to provide a capability of researching apparent warehouse denials before taking action to adjust the stock records and either pass or back-order customer requisitions. During the two months of their operation, this 15 man team averaged approximately a 35% find on all denials researched.

The Location Survey Team was organized on 13 October 1966 and consisted of people from both the Directorate for Supply and Directorate for Storage. The purpose of this team was to purify and verify line item warehouse locations with the goal of reducing warehouse denials. The major effort of this team was in warehouse #61. At the end of October, the Team was in the process of preparing a locator file for this warehouse. The third team established was the Zero Balance Survey Team. The purpose of this team was to locate line items for the General Material and Firepower and Mobility Branches that had zero balances on hand. The team was organized on 1 October 1966, consisting of 2 DAC's and 2 enlisted men from this directorate. During October, this team located stock for 13% of the lines with zero balance. As a result, several hundred dues-out were released to customer backorders.

During the past three months, this Directorate experienced a change-over of Department of the Army civilian personnel assigned to Cam Ranh Bay for temporary duty. The sixteen man Quick Reaction Assistance Team departed this depot on 9 September 1966. This team had been augmented on 16 August by an eighteen man team. This Augmentation Team worked in both the Directorate for Supply and the Storage Directorate as advisors and as systems analysis. A second Quick Reaction Assistance Team consisting of eleven DAC's arrived at Cam Ranh Bay on 23 September 1966; however, only one member of this team was assigned to the Supply Directorate. This man is working on procedures and special projects for the Director of Supply.

30

D. Statistical Supply Profile of Cam Ranh Bay Depot: Three statistical measures are used to indicate the supply profile of all supply activity. These are (1) Demand Accommodation, (2) Supply Effectiveness and (3) Demand Satisfaction. Demand Accommodation is that percentage of total requests received that are on the depot Authorized Stockage List (ASL). Supply Effectiveness represents the percentage of requests received for ASL items that the depot was able to fill to include backorder releases. Demand Satisfaction is the percentage of requests for ASL items that were initially filled by the depot.

SUPPLY PROFILE

CAM RANH BAY DEPOT

For the Period 1 August Through 31 October 1966

<u>PERIOD</u>	<u>DEMAND ACCOMMODATION</u>	<u>SUPPLY EFFECTIVENESS</u>	<u>DEMAND SATISFACTION</u>
1 Aug	78.9%	33.7%	30.6%
15 Aug	82.0	38.3	33.6
31 Aug	72.6	40.9	36.1
15 Sep	85.7	43.5	36.1
30 Sep	87.3	49.1	34.5
15 Oct	85.5	43.8	36.7
31 Oct	88.3	55.5	42.9

During the last half of July, demand accommodation dropped to 78.9%. This was attributed to the reduction of ASL items by 23,000 during the month of July.

On the other hand, supply effectiveness remained approximately the same while the initial fill increased by 3.0 percentage points.

During the first two weeks of August demand accommodation increased 3.1 percentage points to 82%. Both supply effectiveness and demand satisfaction rose sharply during this period. Supply effectiveness rose 4.6 percentage points while demand satisfaction rose 3 percentage points. During the last half of August demand accommodation dropped 9.4 percentage points to 72.6%. The reason for this decrease was the large percentage of requisitions received for fringe items that had to be referred to Okinawa. Fifty-seven line items were deleted for the ASL during this period. Supply effectiveness and demand satisfaction continued their upward trend rising 2.6 and 2.5 percentage points respectively, indicating continually improving depot capability to fill customer requisitions.

During the first two weeks of September demand accommodation rose 13.1 percentage points to 85.7%. This indicates that a much smaller percentage of requisitions for fringe items were received during this period. Furthermore, a net increase of 7,733 line items were added to the depot ASL during this period which influenced the rise in demand accommodation. Supply effectiveness rose 2.6 percentage points to 43.5% continuing the upward trend in depot capability to fill customer demands. Demand satisfaction remained the same as the previous period. During the last half of September, demand accommodation rose 1.6 percentage points to 87.3%. During this period a net of 164 line items were added to the ASL which contributed to the increase in demand accommodation. In addition, supply effectiveness rose 5.6 percentage points to 49.1% indicating a significant increase in capability to fill customer requisitions. At the same time demand satisfaction (initial fill) decreased 1.6 percentage points to 34.5%.

During the first part of October demand accommodation dropped 1.8 percentage points to 85.5%. Also during this period a net of 750 line items were added to the ASL. Although supply effectiveness decreased 5.3 percentage points to 43.8%, demand satisfaction increased 2.2 percentage points to 36.7% indicating improving initial fill capability. During the last two weeks of October supply profile statistics hit their highest level. Demand accommodation increased significantly by 2.8 percentage points to 88.3%. This increase was due to a relative increase in the total number of ASL requests received. Supply effectiveness increased very markedly by 11.7 percentage points to 55.5%, the reason being a very large increase in ASL items shipped and a small increase in backorders established. Demand satisfaction continued its upward trend increasing 6.2 percentage points to 42.6% indicating a continued increase in initial fill capability.

32

E. Personnel: In the last quarterly report one of the problems discussed concerned the turnover and lack of adequately trained personnel. For the most part, this problem has been alleviated during the last three months. First of all, a few key personnel from the 11th ICC were transferred to the HHC, 504th Field Depot and remained at Cam Ranh Bay for duty when the 11th ICC was relocated in Saigon. Secondly, as new units arrived in Cam Ranh Bay and became assigned to the 96th Supply and Services Bn., this Directorate received an adequate number of personnel to meet our manpower requirements. The new people assigned to this Directorate consisted of the personnel assigned to the stock control sections within the various companies.

Many of the present key personnel are scheduled to rotate to the states in December and January. However, with the new personnel provided by the 96th S & S Bn. and the present scheduled replacements for personnel that will be departing, this Directorate does not anticipate any critical shortages in personnel. In addition, on 24 October 1966, Mr. Robert Abramovage, GS 13, Department of the Army Civilian arrived for a one year tour of duty and assumed his position as Deputy Director for Supply. His arrival should provide continuity in the Office of the Director for Supply.

There has also been a turnover of Vietnamese Local National personnel working in this Directorate. Many of the local nationals hired during the summer months returned to school to further their education. However, new personnel were hired and have completed their on the job training. Furthermore, a Vietnamese interpreter was hired in August to serve as an administrative assistant to the Director. His main function is to supervise the local national personnel and to write procedures, bulletins, job descriptions and general correspondence in Vietnamese. At the end of October there were 35 Vietnamese Local Nationals working in this Directorate.

F. Operations and Training: The volume of operations increased greatly from the first of August through October, both in the number of receipts and issues and in the stockage development of the depot ASL. The following table shows the growth in the volume of receipts and issues:

CAM RANH BAY DEPOT
RECEIPTS AND ISSUES
For the Period July Through October 1966

<u>MONTH</u>	<u>RECEIPTS</u>	<u>ISSUES</u>
July	4959	13,862

<u>MONTH</u>	<u>RECEIPTS</u>	<u>ISSUES</u>
August	9,112	6,731
September	32,269	33,769
October	47,294	38,205

Receipts increased approximately 950% from July through October while issues increased approximately 275% during the same period. Although issues were comparatively low during August, due to the complete rewarehousing project by Storage Division, there was a significant increase in the volume of receipts during September and October.

There was also a definite growth in the ASL and stockage development during the past quarter. The number of line items on the depot ASL increased from 105,367 on 1 August 66, to 115,991, an increase of approximately 9.2%. In addition, the percentage of lines on the ASL at zero balance decreased sharply from 41% at 1 August 1966, to 30% at 31 October 1966.

The major activities in the training area included an extensive on-the-job training program for both new military personnel, new local nationals and TDY assignments to Saigon. With the large changeover of military personnel and the arrival of new units, the OJT program received much attention during August and September. The turnover in Vietnamese personnel occurred in September; therefore, their OJT program was quite extensive during October.

Two officers from this Directorate spent approximately one month in Saigon at the 506th Depot studying the conversion of their stock records system to the UNIVAC 1005 stock accounting system. This conversion is scheduled for CRB Depot for the latter part of calendar year 1966.

G. Logistics: Many of the projects and activities discussed elsewhere in this report highlight the logistical operations of this Directorate during the past three months. The most important of these included the phase out of the Class II & IV Supply Activity, the establishment of the Redball Express Section, the necessity for organizing the WRIT Team, the Location Survey Team and the Zero Balance Team. In addition to these activities, a major effort to provide better logistical support to the Republic of Korea Forces, Vietnam (ROKJV) at Cam Ranh Bay resulted in the establishment of a ROKJV Liaison Officer within the Directorate for Supply. This office was designed to maintain a separate record of all requisitions, issues and supply status for the ROKJV units. As a result of this effort, a good working relationship between CRB Depot and the ROKJV units was established and an efficient supply system was developed.

SECTION 2 COMMANDER'S OBSERVATIONS AND RECOMMENDATIONS

34

Part I. Observation:

Processing of Warehouse Refusals

Item: Warehouse Refusals.

Discussion: One of the truly significant problems in any depot operation is the reconciliation of two functions: supply and storage. Certainly, one measure of this reconciliation is the rate of warehouse refusals, including items not in stock or items not in location as specified on stock record cards. Until recently, this problem was handled by commodity managers using periodic individual inventories and by the Special Inventory Section of Inventory and Adjustment Branch. There was a reluctance, and justifiably so, on the part of commodity managers to accept the stock record adjusting entries resulting from obvious inventory disparities. In addition, the system proved inadequate by the sheer lack of manpower coupled with a lack in continuity and unity of operation.

Observation: The solution was a Warehouse Refusal Investigation Team (WRIT), a fifteen man team whose function is the search of the entire depot area in order to locate those items refused by warehouses. To unify the function further, all refusals are returned immediately to the WRIT Team which begins its search. In the first month of operation, it has found an average of 33 percent of all refusals returned to it, and on some days has found as many as 51 percent. This means a commensurate lessening of workload for Inventory and Adjustment Branch, lessening stock records adjustment and it means a proportionate decrease in workload for commodity managers. It also means greater stock record adjustment accuracy and, therefore, faster and more effective service for all depot customers.

To this point the WRIT Team has provided the specialized continuity of operation and function needed and as the personnel became more experienced, there is every indication that the team effectiveness will improve.

Reconciliation of Customer Dues-Out

Item: Customer Dues-out.

Discussion: One problem facing an extensive supply depot operation is that of maintaining accuracy of records between the depot and the requisitioner. If these records are not working in consort, neither depot nor requisitioner is benefitting. In order to alleviate this problem, customer due-out reconciliation has been instituted.

Observation: In order to accomplish this, a depot due-out listing was prepared for each customer. Included with this were ACL Cancellation Cards. This facilitated a reconciliation of individual dues-in and permitted, at the same time, cancellation by this same customer where appropriate. Customer dues-in for which depot has no recorded due-out on the listing were simply resubmitted by follow-up action by the customer. Since this procedure will be on a continuing program, a strong supply support should be established between the depot and requisitioner. It will enable the depot to provide better service and give any unit more supply efficiency.

Processing Material Release Orders

Item: Material Release Orders (MRO).

Discussion: Prior to September 1, all Material Release Orders (MRO) were collected by warehouse personnel and taken to a central processing point. From there, distribution was made to the individual warehouse. Under this procedure, time was lost while MRO's were awaiting delivery to the central point. The material release confirmation which accompanies the MRO was filed at the central location and was removed later when the item was processed to the shipping section. In several cases, the ARO card was lost or misfiled.

Observation: Under the new method, the MRO and ARO are delivered directly to the appropriate warehouse. The ARO accompanies the MRO directly to shipping. At the shipping point, the ARO is returned to document control, by shipping rather than by the central locator. This procedure significantly eliminates lost time in delivery of the MRO and precludes any confusion that may arise over the return of the ARO to Document Control.

Advance Forecast of Ship's Cargo

Item: Utilization of Cargo Manifests Prior to the Arrival of a Vessel.

Discussion: The Commodity Manager can obtain the manifest of cargo on a vessel prior to its arrival. From this information he can determine what priority he will use to unload the hatches. The manifest also allows the manager to determine in advance what supplies and quantities he has coming into the GRB Depot.

Observation: Prior to this time, ships were coming into the harbor and the commodity manager did not know exactly what was on the ship until he received the tally-in-slip from the storage section. He could not accurately forecast what was coming in and how it could be utilized in the command.

Push Shipments of Rations

Item: Shipments to Sub-Areas.

Discussion: The depot has shipped supplies to the Sub-Areas without prior knowledge of what the Sub-Areas had on hand or what their immediate needs were. It is imperative that Sub-Areas requisition their own supplies and submit a weekly inventory in order that overages or shortages can be prevented.

36

Observation: Sub-Areas have had overages and shortages in the past because of an inability of the depot to predict exactly what items are needed. In many instances, because of a lack of transportation, a tremendous backlog has developed and the supplies have not been shipped to the Sub-Area prior to their planned consumption date. Once transportation did become available, the supplies were shipped to the Sub-Areas without regard to their immediate needs. The depot Class I Officer has increased the demand satisfaction by forcing the Sub-Areas to submit their own requisitions and a weekly inventory of stocks on hand.

Preventive Maintenance in Machine Room

Item: Machine Maintenance.

Discussion: Mechanical failures during the last 3 months have been high. One probable cause is the accumulation of dust and sand on precision machined surfaces generated by sweeping and clean-up operations.

Observation: Recommend the use of vacuum cleaners and cleaning solvent to regularly service machines and sweeping compound during cleanup if it does not become practical to eliminate the use of brooms.

Punched Card Storage

Item: Card Stock.

Discussion: Punched card stock is presently stored in conexes prior to use. This exposure to heat, humidity and sometimes rain can cause warping and expansion of cards beyond the point where they can be processed.

Observation: Recommend air conditioned and de-humidified storage for several months prior to use.

Re-assignment of Personnel in Document Control Branch

Item: Document Control Personnel.

Discussion: Previously in Document Control Branch, all priority and non-priority requisitions were handled by the same personnel. In addition, these individuals processed Material Release Orders (MRO) and ware-house receipts as well as distributing to the commodities all paper work applicable to requisitions.

Observation: To allow specialization and job skill development, the above duties were broken down functionally and assigned to specific sections. Presently all priority requisitions are handled by one section. In addition, one section was established for non-priority requisitions as well as receipt processing and MRO delivery. This system has decreased the processing time for high priority requisitions and has made a functional delineation necessary for a smooth supply operation.

Substitution

Item: Substitution of Line Items.

Discussion: Several lines on the ASL are similar. Most customers will accept a similar line as a substitute rather than receive nothing.

Observation: A listing by FSC of all items that can be substituted will increase this depot's capability to fill customer requisitions. Also, an identification card could be placed in the Availability Balance Card deck indicating a standard FSN and any substitute FSN's which may have on-hand balances.

ASL Descriptions

Item: Descriptive Nomenclature for ASL.

Discussion: There is a continuing need for commodity managers to refer to supply manuals to obtain detailed descriptive data pertaining to items on the ASL.

Observation: Presently, there is only one complete set of supply manuals available in the Supply Directorate. These manuals are utilized mostly by the Editing and Cataloging Branch. In addition, it takes time to search through two or three different manuals before finding the required information. Therefore, a descriptive listing of the ASL is being prepared to include all pertinent information. This listing will assist the commodity managers in their research.

Part II. Recommendations:

Recommend that the equipment standardization program be continued and expanded to include as many items as possible on the ASL. This program would cause many items with little demand support to be deleted from the ASL. In addition, it would alleviate the problems of maintenance and stockage of a variety of repair parts which currently exist for many similar items.

CHAPTER IV

DIRECTOR OF STORAGE

39

SECTION 1 SIGNIFICANT ORGANIZATIONAL ACTIVITIES

A. General: This period saw changes in personnel assignments of the Storage Directorate. CWO-3 Emile P. Beaudet, assistant to the Chief of General Materiel, was transferred to Phan Rang on 20 September 1966; no replacement was provided. Captain Terence Doherty was transferred from Chief of General Materiel on 21 September 1966, to assume duties as Commanding Officer, HHC, 504th Field Depot. Major Nicholas Craddock assumed duties as Chief of both Subsistence and General Materiel until 21 October 1966, when Captain Richard Cawthon was assigned as Chief of Subsistence. Major William Knode, Deputy Director, was transferred to US Army Support Command on 21 September 1966. Major Walter Cook assumed the position of Deputy Director as an additional duty.

B. Subsistence: Efforts were made during the period to place subsistence supplies in covered storage. Two warehouses were made available for storage of condiments and sundry items. In addition, shed space is being used for MCI ration storage. A total of eighteen sheds are planned for Class I storage.

Thirty-four additional 1600 cu. ft. reefer boxes were made operational during the period making a total of eighty boxes available for perishable subsistence.

An increase in the number of reefer ships began during the period. At the present time, three ships are received each month. This increased workload has taxed the storage capacity of Class I for perishable subsistence and even greater receipts are expected in the future.

C. General Materiel: Covered storage space has increased over the period with the addition of 9 warehouses and 6 sheds.

Approximately 600,000 sq. ft. of hardstand has been developed over the period by use of PSP and PAP for the storage of various supplies. With this increase in hardstand, it was possible to expand and relocate shipping and receiving from the center of the depot area, reducing the traffic congestion and increasing the efficiency of these operations. Bulk conex areas were developed on hardstand over the period. Contents of all bulk conexes were picked up on stock records and issues made from conex containers. In addition, emphasis was placed on the processing of multi-pack containers, increasing productively to about 100 per day. This appreciably reduced the backlog in this area.

A location survey team and identification section were established during the period. In both cases, results have proven very successful and they are being staffed with additional personnel as they became available.

Two additional companies joined General Materiel over the period, the 539th and 423rd Supply Co (Parts). These additional personnel replaced the TDY personnel which were withdrawn from the depot. These add-

itional personnel permitted assignment of one company, the 423rd Supply Company (Parts), to bin warehouses 61-64 and consolidation of the 74th Supply Company in the other bin warehouses 62-65. In addition, the 539th Supply Company (Parts) was assigned the mission of establishing the new back-up warehouse 82. 40

D. Petroleum: Much of the major construction was completed on Tank Farm #2 during this period. All of the storage tanks were erected and the manifolding and piping within the tank farm has been installed. Due to the lack of sealing compound most of the storage tanks have not been sealed or water tested to date. There are some gate valves still to be installed and there have been no pressure relief valves placed within the system. Three sides of each tank has been bermed with the fourth side to be completed later. The truck fill stand has had little work completed on it, however, the concrete roadway has been poured and the underground piping has been placed.

The Air Force started receiving JP-4 and Avgas into its tank farm via the pipeline on 14 October 1966.

On 24 October, the first T-5 tanker (Eagle Courier) moored at the POL jetties. To speed up the discharging of this ship, both pipelines were used to discharge JP-4. This was the first time the one line had been used for anything but avgas.

During October a hardstand area was completed for the storage of POL Package Products.

Issues of all POL products continued to rise during this period as more equipment continues to arrive in the area.

E. Reworkhousing: An extensive reworkhousing program was initiated with the arrival of the first contingent of Korean laborers. Twenty-six Koreans have reported for work with a total of one hundred and twenty-five expected within the next two months.

There is a serious imbalance in the area available for storage and the equipment available to move material.

The Depot has moved aggressively in building warehouses and preparing open storage areas. This allows for increased receipts of cargo. With the increase in port operation's personnel and transportation truck units the flow of cargo has greatly increased.

The availability of material handling equipment has not increased in proportion to the increase of storage area and ability of transportation to move cargo. Top priority must be given to insuring that adequate quantities of MHE are available to the Depot as storage area and cargo moved increases. An aggressive program of maintenance and repair has been started in attempt to reduce the deadline rate. In addition, high priority requisitions have been submitted for both parts and equipment.

SECTION 2 COMMANDER'S OBSERVATIONS AND RECOMMENDATIONS

4/

Part I Observations:

COLD STORAGE

Item: Sufficient refrigerated space is not available at Cam Ranh Air Base.

Discussion: Numerous recurring requirements exist for air shipment of perishable subsistence to outlying areas. Irregular schedule of aircraft requires items be stored at the airbase pending shipment. Without adequate storage space refrigerated vans must be used limiting the units capability to line-haul cargo.

Observation: Two additional 1600 cu. ft. reefer boxes are needed at the air base. Efforts are presently being made to obtain these now.

AIRCRAFT LOADING

Item: Loading of CV 2 aircraft for shipment.

Discussion: Previously, CV 2 aircraft for special shipments of perishable and non-perishable subsistence were loaded at Cam Ranh Air Base, 8 miles from the Depot. This required equipment to be tied up for an extended period to meet commitments.

Observation: It was suggested by Subsistence Division, Directorate of Storage, that CV 2 aircraft be landed at the Army Air Strip located 500 yards from the Depot Cold Storage. This suggestion was accepted and has proved highly successful and has considerably reduced time and assets needed to perform the mission.

REEFER SHIP DISCHARGE

Item: Discharge of Reefer Ships

Discussion: Presently reefer ships are being discharged in the stream. This increases the time necessary for off-loading in addition to increasing cargo exposure time. During the report period, two ships were off-loaded at a pier and this procedure proved highly successful, not only in reduced time for discharge, but in the condition of cargo.

The practice was discontinued because of an increased emphasis by the Port on docking only high tonnage ships. Reduction in off-loading time is becoming more critical because of the increased frequency of a reefer ship arriving before the previous ship is completed.

Observation: Consideration should be given to discharge of reefer ships at the pier. The critical nature of perishable subsistence must be understood by port officials. Numerous requests to Port personnel have not improved results.

WORKLOAD COORDINATION

Item: Vehicle Unloading and Depot Receiving Operations.

42
Discussion: Numerous difficulties have been experienced because of the imbalance between the capability of the Depot to receive and the ability of the Port to discharge. Frequently, large numbers of trucks remain loaded for long periods of time because of the excessive number assigned to any single commodity or because the workload has not been spread over various depot elements by selective cargo discharge at the ship.

Observation: Close coordination and liaison must be maintained between depot and port personnel to assure a balanced workload at the receiving site, eliminating wasteful delays in transportation and manpower. Coordination has been established by daily meetings of representatives of the Depot, Port and 500th Transportation Group, and has proved beneficial, increasing truck availability to the 500th for maintenance and other missions.

REEFER SHIP STORAGE

Item: Effectiveness of storage aboard reefer ship Yaque.

Discussion: Numerous difficulties have been experienced in obtaining cargo stored aboard the refrigerated ship Yaque for issue. Use of transportation stevedores and lighterage makes depot cold storage totally dependant on transportation to obtain these items. Due to the heavy requirements placed on transportation to discharge deep draft ships, the system has proved unreliable. The problem is further complicated when a reefer ship is being discharged.

Observation: Transportation personnel must be aware of the imperative need for perishable subsistence and give priority to discharge of the Yaque when necessary. Attempts have been made to develop a sense of urgency.

PART II. Recommendations:

None.

CHAPTER V

DIRECTORATE OF MAINTENANCE

43
SECTION 1 SIGNIFICANT ORGANIZATIONAL ACTIVITIES

Significant changes took place in the number of personnel assigned to the Directorate of Maintenance since the previous quarter. The Directorate staff was reduced from 6 officers, 1 warrant officer and 7 enlisted men, assigned at the end of the previous quarter, to 2 officers and 5 enlisted men. A CMMI Team was formed under the direction of the Director of Maintenance on 15 August 1966. The team, composed of 1 warrant officer and 13 enlisted men, started an aggressive CMMI program, as well as roadside spot checks and technical assistance. The team was made up of qualified personnel drawn from Depot units on a TDY basis.

On 31 July 1966, Headquarters and Headquarters Detachment, 69th Maintenance Battalion arrived from CONUS. The Headquarters, Maintenance Battalion (DS) (Prov) was discontinued on 1 August 1966, by General Orders Number 70, Headquarters, US Army Depot, Cam Ranh Bay, dated 15 October 1966. All maintenance units at Cam Ranh Bay except marine were attached to the 69th Maintenance Battalion effective 1 August 1966.

SECTION 2 COMMANDER'S OBSERVATIONS AND RECOMMENDATIONS

Part I. Observations:

Prescribed Load Lists

Item: Shortage of repair parts.

Discussion: Through inspections of all Depot units it has been noted that many Prescribed Load Lists (PLL's) of repair parts were not properly maintained. Required repair parts in many instances were never requisitioned or else requisitioned weeks after the initial deadline of equipment.

Observation: This situation was improved by CMMI type inspections of units which pointed this problem out to commanders.

Operator Maintenance

Item: Failure of equipment operators to perform before operation maintenance.

Discussion: A specific amount of time was scheduled for the daily performance of operator maintenance on all types of equipment.

Observation: The specified maintenance periods were inspected. Units established and improved operator maintenance programs. This noticeably improved the condition of maintenance and the availability of useable equipment. Prime time should be considered when scheduling operator maintenance periods.

Part II. Recommendations:

None

CHAPTER VI

DIRECTOR OF SERVICES

45

SECTION 1 SIGNIFICANT ORGANIZATIONAL ACTIVITIES

As a result of experience gained from previous lessons learned, the Directorate of Services was reorganized along a more functional basis with five divisions and subordinate branches, as depicted on Tab A. It should be noted that the Safety Branch was added as a new mission.

It is anticipated that increased services will be required as the depot approaches a repetitive organized operational status. These services may require an expendable property branch to provide for the needs of the operators and a sanitation branch to coordinate the ever increasing trash, waste and sewage disposal operation and other sanitary engineering problems within the Depot Engineer's scope of activity.

During the reporting period the field bakery produced 927,005 pounds of bread, the laundry processed 646,243 pounds of individual and organizational clothing and the Graves Registration Point processed twenty-five remains.

SECTION 2 COMMANDER'S OBSERVATIONS AND RECOMMENDATIONS

PART I. Observations:

Contract Laundry

Item: Contract laundry in this immediate area has never been satisfactory.

Discussion: Continuous problems have been encountered with both the administration and quality of work. These two major problems stem from lack of equipment and organization. Although this current contract was on a low basis, a great deal more on the spot investigation is necessary. The best answer currently is to increase the capability of the field laundries by building semipermanent buildings and increasing the capability by acquiring heavy duty commercial type equipment which does not require steam or sophisticated hookups.

Observations: More laundry equipment is required. Field expedients need to be developed and perfected. Earlier planning for service type facilities would be beneficial. Peculiarly, in military history, large scale military operations have generally found suitable laundry contractors; this area being the exception.

Hardstanding

Item: Self help hardstanding by means of lawn laundry mat is an essential factor in supplying needed areas for outside storage.

46

Discussion: Success in the laying of the matting depends upon three facets; preparation of the land; the work force; idiosyncrasies of each type of matting. The most important facet is leveling the land, grading, raking and dragging, so the land is as smooth as possible. Matting may be laid directly on sand, but a membrane is desirable if the land is very level and lightly drained. Wherever land is hardened by an unprocessed ditch, water will run beneath the membrane and tend to wash out. Ditches should be processed and protected or sandbagged.

Yawata matting is approximately 2 feet by 4 feet, (1.73 x 3.94 feet), weighing 63 pounds per sheet, containing three male hooks and three female channels on alternate sides. When laying the matting, not more than one row should begin at a time and then after fifty or sixty pieces are down, another row may commence. It is absolutely essential that the first row is **precisely** straight; if not, after several rows the matting will begin to pinch and will require disassembly and beginning anew! Yawata can withstand quite rugged use excepting tracked vehicles.

PSP, pierced steel planking, is 12 feet by 1 $\frac{1}{2}$ feet with end sliding interlocks. It weighs 138 pounds per sheet and when reused, or if bent frequently must be hammered using a sledge. It is very sturdy but cannot remain serviceable under tracked vehicles.

M-6 is 10 feet by 1 $\frac{1}{2}$ feet, steel, with a triple plug bar type locking device. It has interlocks on the side openings and each row should be reversed. M-6 is extremely troublesome if the pattern is disturbed, frequently ending up with only one-half of the length locked. Each piece must be assured of its own correctness before proceeding.

PAP, pierced aluminum planking, is the easiest to handle but the least sturdy in longevity. It works well in static storage areas but does not hold up well when used as access or exit for heavy trucks. PAP is 10 feet by 16 inches and weighs only 38 pounds per sheet. It must be locked with metal plugs and should be locked as you progress to prevent buckling.

In general terms a well trained group of 48 men can lay 25,000 square feet of Yawata in a normal 9 hour day; for PAP the figure is about the same. Problems with locking plugs and close fittings retard progress somewhat for PSP and M-6; 10,000 to 15,000 square feet is a good days work due to its weight. In practice, the longer the linear length of the area with pieces being laid lengthwise, the greater the productivity; conversely, running the planks sideways over the narrow area is less productive because fewer men can be used.

Observation: Preplanning and knowledge of matting materially increases the speed of its placement.

Bread Baking

Item: Excessive heat in bakery operations causes grain and quality problems.

DISCUSSION: One of the problems still plaguing the production of bread in this extremely warm moist atmosphere is the time factor in dough fermentation. Time factors must be carefully checked and quickened at

47

times so that doughs will be on the young side when taken to the divider. The internal heat of the baking area rapidly deteriorates the dough if it is on the overfermented side. Additions of milk have aided in the improvement of texture.

Observation: Training in the Quartermaster School covers these aspects thoroughly. Untrained personnel have these recurring problems until lessons are relearned.

Potable Ice

Item: Potable ice for field operations is difficult to procure due to financing.

Discussion: In the past two months new operations have resulted in request for ice purchases from local imprest funds. A type of unit contingency fund, using simplified procurement forms, accompanying troops is required. The heavy prohibitions and restrictions on imprest funds do not assist ease of procurement during an operation. Such a system was readily used in WWII and Korea for purchase of ice and fruits.

Observation: There is a definite need to provide an easy procurement method under operational conditions if troops are to be provided with this type of support.

MTO & E

Item: Preparation of a Modified Table of Organization and Equipment is a major undertaking.

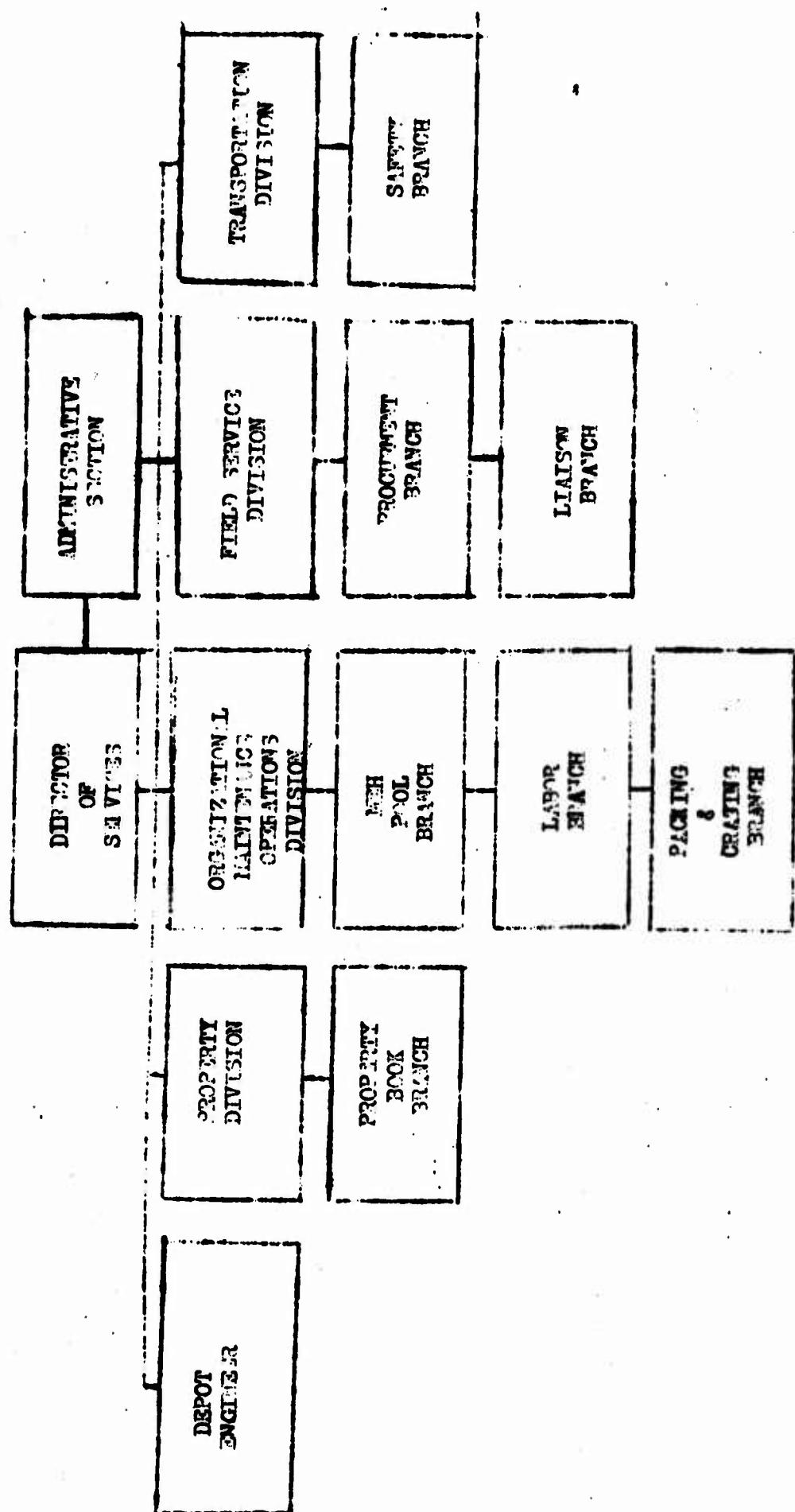
Discussion: Only when an orderly approach is taken to modify a TO&E is it possible to accomplish this task. The normal reaction of an operator who needs equipment in excess of allowances is to request this in a most expeditious manner. When faced with an MTO&E vs a Form 47, the trend is toward the latter. It has been found that if one agency insists upon complete justification, it can be readily determined whether the need is short or long term. Further, requests for equipment are frequently found to lack a justifiable personnel reaction. The need for more people or some reorganization is often not considered. It has been found that in the Directorate of Services, by virtue of their property responsibility and administration, that many of these facets can be collated, and in doing just this, the proposed MTO&E has been developed as an intercoordinated program. Justification for this MTO&E for the most part was contained in the original justifications accompanying the request because they were carefully scrutinized and strengthened before submitting further.

MTO&E can be an orderly accomplishment if the procedures are instituted early.

PART II, Recommendations:

48

- a. It is recommended that a comprehensive check list for contract laundries be developed and used in negotiations, even to the extent of a trial run, to insure the expected quality before a contract is awarded.
- b. It is recommended that units going into an operation that separates them from their base of supply be provided with available funds in foreign currency to procure "on the spot" ice, fresh fruits, fresh vegetables and other items required to enhance troop welfare without relying on the home base station for contracts or contractual administration.



TAB A, to Chapter VI, CRB Depot Operational Report of Lessons Learned (RCS ACFUR-65) for period 1 Aug - 31 Oct 66.

51

CHAPTER VII

DIRECTOR OF AMMUNITION

SECTION 1 SIGNIFICANT ORGANIZATIONAL ACTIVITIES

During this period the ammunition mission of the Cam Ranh Bay Depot (Prov) was carried out by three Ordnance Ammunition Companies, one renovation detachment and one EOD detachment. As previously reported, command and control over these elements was accomplished by a provisional ammunition battalion headquarters formed from the 52nd Ordnance Group. A total of forty-two spaces were utilized to form this provisional battalion.

On 1 October 1966, the 191st Ordnance Battalion (AMMO) deployed from CONUS was assigned to the U.S. Army Cam Ranh Bay Depot (Prov). This COSTAR TOE battalion (Headquarters and Headquarters Company TOE 9-86P, strength 106) assumed control over the ammunition units on 6 October. Personnel and equipment of the provisional battalion were returned to the 52nd Ordnance Group or transferred elsewhere, principally to the Directorate of Ammunition, Cam Ranh Bay Support Command.

The 191st Ord Bn includes an EOD section. 1st Log Comd plans to leave the 133rd Ord Det (ED) in place until a new mission is established elsewhere, at which time they will be moved leaving the 191st EOD section the entire US Army Support Command, Cam Ranh Bay area of responsibility. However, during the last month of this period both the 191st and the 133rd provided EOD support for the command.

Toward the end of this quarter the operational requirements for ammunition at Tuy Hoa reached the point where an ammunition support unit was required to properly handle, store and account for the ammunition. While the 33rd Ordnance Company was scheduled to arrive from CONUS the 1st of November, the requirement at Tuy Hoa became so critical it was decided to send the 606th Ordnance Company instead. The 606th was better suited for the mission as it was a reduced strength company and was equipped with rough terrain forklifts. The 606th Ordnance Company deployed to Tuy Hoa on 30 October 1966.

In summary, the end of the quarter saw the Cam Ranh Bay Depot (Provisional) staffed with the following full strength ammunition units:

191st Ord Bn (AMMO)
611th Ord Co
630th Ord Co
33rd Ord Co (arrived 2 Nov 66)
174th Ord Det (AR)
133rd Ord Det (ED)

With the above units, the depot is in a relatively good position to accomplish its ammunition mission.

SECTION 2 COMMANDER'S OBSERVATIONS AND RECOMMENDATIONS

PART I. Observations:

Safety

52

Item: Safety in handling of ammunition.

Discussion: Upon the arrival of the 191st Ordnance Battalion (Ammo), it was noted by the staff that many unsafe practices were being condoned in ammunition handling operations at Cam Ranh Bay. Immediate action was taken to emphasize safe handling procedures and to enforce no-smoking regulations. Many transportation handlers (both Army and contractor) seemed unaware of the hazards involved in ammunition handling. Much effort is still required to educate all concerned in the safe handling of ammunition.

Observation: Unit commanders of both ordnance and transportation units handling ammunition must constantly stress the importance of safety in handling ammunition. This is particularly true with respect to replacements. Contractors must be cautioned in the safe handling of ammunition on board ship and in loading operations.

Security

Item: Security of the Ammunition Storage Areas.

Discussion: During this quarter a security survey was performed of the ammunition storage areas. It was determined that one security company was required in addition to 25 dog teams. The ammunition companies do not have the capability to provide security for the ammunition storage areas. Guard posts have been established to provide minimum security of access roads and sensitive items.

Observation: Adequate security forces must be provided ammunition storage areas. Security units must be included in troop lists and deployed concurrently with the arrival of ammunition in country.

Construction

Item: Construction planning for the Joint Ammunition Storage Area.

Discussion: The 191st Ordnance Battalion (Ammo), upon arrival at Cam Ranh Bay learned that several agencies were concerned with construction planning for the Joint Ammunition Storage Areas at Cam Ranh Bay, although no master plan existed. Involved were the USARV Engineer; the contractor (RMK); OICC, the Air Force; the 35th Engineer Group; the Navy; the Sub Area Command Engineer and the Depot itself. All plans were researched and evaluated; one master plan was developed by the battalion and presented to the depot commander who approved it with certain modifications. This master plan is now used to brief all other agencies involved in the construction of the Ammunition Storage Area and adjoining roads.

Observation: Early appointment of an administrator for the Joint Ammunition Storage Area would have precluded many conflicting plans for construction of this area.

Surveillance

Item: Surveillance of ammunition stocks.

Discussion: When the 191st Ordnance Battalion arrived at Cam Ranh Bay it found that there was no effective Class V surveillance program. The lack of such a program created problems in the identification of lots that had been suspended. As a result, some suspended ammunition had been issued to using units. Further, suspended ammunition was not always tagged with "issue prohibited" signs. Steps have been taken to correct these deficiencies.

Observation: There is no substitute for qualified experienced ammunition personnel in ammunition support operations. A surveillance program is essential to effective ammunition service; it is a safety must.

Renovation

Item: Renovation of 81mm Mortar Ammunition.

Discussion: During this quarter a total of 130,510 rounds of 81mm Mortar HE ammunition were refuzed. Capacity of the 174th Ordnance Detachment was greater than this, but the difficulty was lack of serviceable M525 Fuses for the program. Many fuses received from Okinawa were corroded and un-serviceable. An officer is being send to Okinawa to determine why we are receiving so many bad fuses.

Observation: The 81mm mortar renovation program requires many more serviceable fuses than are now being received at Cam Ranh Bay.

Inspections

Item: Pre-storage and pre-issue inspection of ammunition.

Discussion: The 191st Ordnance Battalion, upon arrival at Cam Ranh Bay Depot, noted that inspections were not conducted at the time ammunition was received or issued. Ammunition units were not always aware of the physical condition of stock on hand or its condition when issued.

Observation: Ammunition units must be required to make pre-storage and pre-issue inspections to insure ammunition will function on target as desired.

Transportation

Item: Shipments of Ammunition.

Discussion: During this quarter adequate transportation was not allocated for delivery of ammunition to meet stockage objectives of sub-area commands and forward support areas. This shortcoming resulted in increased airlift and many "combat essential" missions. Approximately 250-300 tons of Class V should have been scheduled each day to allow for build-up of stocks to reach stockage objectives; however, only 100-150 tons were shipped.

Observation: Adequate transportation must be provided to bring sub-areas and FSA's up to their stockage objective. If not provided, emergency supply actions will continue.

54

Stock Control

Item: Class V Stock Accounting Records.

Discussion: Upon arrival of the 191st Ordnance Battalion, it was discovered that the stock accounting records were not current. Stock record cards did not properly reflect transactions. Postings were not accurate and voucher numbers were not used. A voucher register was not maintained and many back-up documents were lost. A complete inventory was taken and over 7,800 tons were found in the depot which had been dropped from stock record cards. New cards were made and proper accounting records established.

Observation: Ammunition is of little value unless it is known to exist and properly accounted for. Stock records must be accurately maintained.

PART II. Recommendations:

a. Security: Recommend planners include appropriate security force units in troop basis to insure ammunition depots are provided adequate security.

b. Organization: Should include adequate ordnance ammunition battalion headquarters (TOE 9-86F) in troop basis to insure proper command and control over operating ammunition units and to insure proper stock accounting Class V stocks.

56
AVCA CRD-6PO (15 Nov 66)

1st Ind

SUBJECT: Operational Report - Lessons Learned (RCS CRD-65)

HEADQUARTERS US ARMY SUPPORT COMMAND CAM RANH BAY, APO 96312 19 NOV 1966

THRU: Commanding General, 1st Logistical Command, APO 96307
Commanding General, United States Army Vietnam, APO 96307
Commanding General, United States Army Pacific, APO 96558

TO: Assistant Chief of Staff for Force Development, Department of the Army, Washington, D. C. 20310

1. The inclosed Operational Report on Lessons Learned submitted by the Cam Ranh Bay Depot (Prov) adequately reflects the activities of that command for the period indicated except where indicated below.

2. Non-concur with recommendation concerning transportation in Section II, Part II of Director of Security, Intelligence, Plans and Training Section. With the arrival of two additional truck companies in December 1966 it should be possible to implement line haul to a greater extent than presently exists. It is the feeling of this headquarters that all line haul capability should remain with the 500th Transportation Group (MT).

3. The item on Reefer Ship Discharge in Section II of the Director of Storage portion of the report requires further comment. The 124th Transportation Command (Terminal A) is required to discharge a minimum of 4,000 tons of cargo per day. Heavy lift cargo lends itself to the use of pier side discharge rather than comparatively light lift subsistence cargo. The latter is more suited to mid-stream discharge. The result of the above is a natural priority for heavy lift cargo for pier side discharge.

4. The item on Contract Laundry in Section II of the Director of Services portion of the report indicates dissatisfaction with contractor service. Cam Ranh Bay Depot (Prov) has been informed as to proper procedure for registering complaints on contractor service.

5. The item on Transportation in Section II of the Director of Ammunition's portion of the report requires further comment. The programming of the shipment of supplies is based on the balanced load concept. This no doubt accounts for the fact that not all items that a

AVCA CRB-SPO (15 Nov 66) 1st Ind
SUBJECT: Operational Report - Lessons Learned (RCS CSFOR-65) 52

particular Director may desire to ship out on a particular day are in fact able to be shipped.

FOR THE COMMANDER:

TEL: CRB 231

1 Incl
as


WILLIAM B. JENKINS
CPT, AGC
Asst AG

57
S-3 Dec 66

AVCA GO-0(15 Nov 66)

2d Ind

SUBJECT: Operational Report - Lessons Learned for Quarterly Period Ending
31 October 1966 (RCS CSFOR-65)

Headquarters, 1st Logistical Command, APO 96307

25 NOV 1966

TO: Commanding General, USASC Cam Ranh Bay, APO 96312

1. The Operational Report - Lessons Learned for the Cam Ranh Bay Depot (Prov) and the 504th Field Depot forwarded by your headquarters is returned for the following reasons:

a. The total number of days during the reporting period that the commands engaged in training, troop movements and/or operations was omitted (USARV Regulation 870-2, paragraph 5(1)(b)).

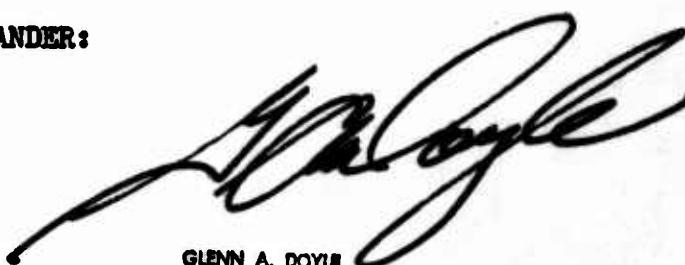
b. Several comments and recommendations concerning problem areas were made without a statement as to what action is being taken to correct them or to initiate corrective action by higher headquarters. These omissions pertain to the following items: page 2, Chapter I, Section 2, item entered for career counselors; page 9, item entered for equipment nonessential to mission accomplishment; page 10, recommendations a,b, and c; page 36, item entered for potable ice; page 40, item entered for security of ammunition storage areas; page 42, recommendation for adequate ordnance ammunition battalion headquarters.

2. Operational Reports - Lessons Learned are not to be used as a substitute for normal staff actions.

3. Request your headquarters review USARV Regulation 870-2 and forward the commissions outlined in paragraph 1 above by indorsement to this headquarters NLT 3 Dec 66.

FOR THE COMMANDER:

TEL: LYNX 762/930


GLENN A. DOYLE
Capt, AGC
Asst. AG

S-1 Dec 66

58

AVCA CRB-SPO (15 Nov 66) 3rd Ind
SUBJECT: Operational Report - Lessons Learned for Quarterly Period Ending
31 October 1966 (RCS CSFOR-65)

HEADQUARTERS US ARMY SUPPORT COMMAND CAM RANH BAY, APO 96312 28 NOV 1966

TO: Commanding Officer, Cam Ranh Bay Depot (Prov), APO 96312

1. Your attention is invited to 2d indorsement, Headquarters,
1st Logistical Command.

2. Request your headquarters comply with the provisions thereof
and forward to this headquarters NLT than 1 Dec 66.

FOR THE COMMANDER:



WILLIAM W. JENKINS
T AGC
ASST AG

TEL: CRB 231

59
AVCA CRB-D-SIPT (15 Nov 66) 4th Ind

SUBJECT: Operational Report - Lessons Learned for Quarterly Period Ending
31 October 1966 (RCS CSFOR-65)

HEADQUARTERS, CAM RANH BAY DEPOT (PROV), APO 96312, 8 DEC 1966

TO: Commanding General, US Army Support Command, Cam Ranh Bay, ATTN: AVCA
CRB-SPO, APO 96312

1. The following additional information pertaining to subject report
from this command is provided in compliance with preceding indorsements:

a. This command conducted depot operations for 92 days during the
reporting period in performance of its operational mission. "On-the-job"
training was conducted concurrently during this period.

b. Reference item appearing on page 2, Part I, Section II, Subject:
Qualified Enlisted Career Counselor. This command has assigned another NCO
to duties as Career Counselor on a full time basis, although no position is
currently authorized. Action has been initiated to include this position
in an MTOE for this command.

c. Reference item appearing on page 9, subject "TOE Equipment";
In August 1966, this command submitted recommendations through channels
to USARV on requirements for additions and deletions of WABTOC and other
items of equipment that units should or should not be required to bring
with them to Vietnam. It was recommended that units deploying to Vietnam
be advised in advance of requirements for Crypto Security equipment and,
if a unit would have no operational requirement for this equipment, that it
be advised to turn it in to security repositories prior to overseas
deployment.

d. Reference paragraphs a, b, and c, page 10:

(1) The Army Ammunition Storage area at Cam Ranh Bay is included
within the area to be designated as the Tri-Service Ammunition Storage Area,
Cam Ranh Bay. Letter, Hqs, Cam Ranh Bay Sub Area Command, AVLC CRB-C-PM,
Subject: Physical Security Program for Tri-Service Ammunition Storage Area,
dated 5 September 1966, was prepared by the local Provost Marshal and
submitted to Hqs, 1st Logistical Command, and Hqs USARV. This letter pre-
scribes security requirement for the Tri-Service Ammunition Area to include
guard force, security fencing, and security lighting.

(2) Since preparation of this report, security lighting has
been erected around the main depot storage area and lighting for other storage
areas is nearing completion. Additionally, two security companies were
assigned to the 97th Military Police Battalion, Cam Ranh Bay, in late
November. This battalion will provide security forces for depot storage
areas and the Army Ammunition storage area.

AVCA CRB-D-SIPT

SUBJECT: Operational Report - Lessons Learned for Quarterly Period Ending
31 October 1966 (RCS CSFOR-65)

60

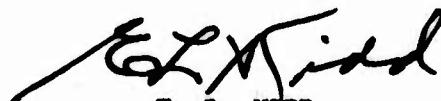
e. Reference item on potable ice appearing on page 40: This is not a problem affecting this command. It is a problem area affecting combat units while away from base camps on operations. It is listed in this report only as an observation. Potable ice and fresh fruits are not always available to combat units while engaged in operations. Availability of a unit contingency fund would provide a unit with funds for local purchases while engaged on operations. Units reporting this problem have been advised of proper channels to be used in submitting requests and justification for these funds.

f. Reference item concerning security of ammunition area appearing on page 40: This has been further discussed in paragraph d above. This item and the recommendations appearing on page 42, pertain to lessons learned and are provided here for use of future planners. As an example; paragraph b, page 42 recommends that planners include ordnance ammunition battalion headquarters when planning the troop basis. The 191st Ordnance Battalion (Ammo) was assigned to this command on 1 October 1966 and resolved the problem of not having an ammunition battalion headquarters. However, three ammunition companies were assigned to this command since November 1965. As an interim measure, a provisional battalion headquarters was formed in April 1966. A further example of this recommendations is the fact that this command currently has eighteen (18) companies and eight (8) detachments assigned to one Supply and Service battalion; this span of control problem will be resolved with the scheduled arrival of two additional battalion headquarters in the very near future. However, in future troop basis planning, planners should provide for the timely activation and deployment of control headquarters elements. It is recognized that many factors are involved in troop basis development. Urgency of need for various type units, & availability of manpower and equipment must be considered when establishing priorities for activation, training and deployment of units.

2. Subject report submitted by this command was not intended to be a substitute for accomplishment of normal staff actions required to resolve past, present, or future problem areas. In every instance action has either been implemented or initiated to resolve any problem area appearing in this report which effects this command.

FOR THE COMMANDER:

TELE: CRB 184



E. L. KIDD
Major, AGC
Adjutant

61

AVCA CRB-SPO (15 Nov 66)

5th Ind

SUBJECT: Operational Report - Lessons Learned for Quarterly Period Ending
31 October 1966 (RCS CSFOR-65)

HEADQUARTERS US ARMY SUPPORT COMMAND CAM RANH BAY, APO 96312 3 - DEC 1966

TO: Commanding General, 1st Logistical Command, APO 96307

Your attention is invited to the 4th Indorsement.

FOR THE COMMANDER:



TEL: CRB 231

WILLIAM R. JENKINS

CPT AGC
ASST AG

AVCA GO-0 (15 Nov 66)

6th Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966
(I.CS CSFOH - 65)

Headquarters, 1st Logistical Command, APO 96307 **13DEC1966** 62

TO: Deputy Commanding General, US Army Vietnam, ATTN: AVHGC-DH, APO 96307

1. The Operational Report - Lessons Learned submitted by the Cam Ranh Bay Depot (Prov) and the 504th Field Depot for the quarter ending 31 October 1966 is forwarded herewith.

2. Reference paragraph 1f, 4th indorsement.

a. The recommendation which was elaborated on by the 4th indorsement inferred that command and control headquarters were not planned for inclusion in the troop basis. It must be noted that during the January 1966 CINCPAC Planning Conference sufficient numbers of command and control units were programmed for and included in the troop basis.

b. The inability of DA to provide all units requested within the time frame desired made it necessary to establish priorities for unit deployment. Due to the urgent need for operational units, i.e. company size units, it was determined that operational units must have the first priority of deployment. On the other hand command and control units were given lower priorities and phased in as they became available, which in some instances was considerably later than the operating units. The critical need for operating units to handle the staggering tonnage requirements, to receive, store, and issue supplies and to transport this tonnage over land lines of communication, dictated the above described priority procedure.

3. This headquarters will continue to insure that adequate troop units are requested and included in future troop programs.

4. Concur with the basic report as modified by the comments contained in the preceding indorsements. The report is considered adequate.

FOR THE COMMANDER:

TEL: LYNX 782/430


GLENN A. DORN
Capt.,
ASST. ADJ.

AVHQC-DH (13 Nov 66)

7th Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 October 1966 (RCS CSFOR-65)

9 JAN 67

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 October 1966 from Headquarters, Cam Ranh Bay Depot (Provisional) as indorsed.

2. Reference Part I, Section 2, Item: TOE Equipment, Page 9 and Paragraph 1C, 4th Indorsement:

a. The recommendations submitted by Headquarters, Cam Ranh Bay Depot (Provisional), concerning deletion of TOE items, were received at this headquarters as part of an overall study concerning all types of units in RVN.

b. The specific recommendation concerning crypto equipment was not forwarded to higher headquarters.

c. Since unit assignment and station are subject to change, crypto equipment should be retained by the unit because in-country resources are not adequate to resupply a unit.

d. Advanced notification of what crypto equipment will be required in RVN is considered impractical for the reasons stated in paragraph 2c. Authority to send crypto equipment through the Armed Forces Courier Service has been granted to any unit requesting this service. By utilizing the Armed Forces Courier Service, the unit is relieved of the security burden experienced during the move to RVN.

FOR THE COMMANDER:


W.R. AUTREY
Cpt, AAC
Asst Adjutant General

1 Incl
nc

CPOP-OT (13 Nov 66)

8th Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 October 1966 (RCS CSFOR-65), HQ 504th Field Depot & Cam
Ranh Bay Depot (Prov)

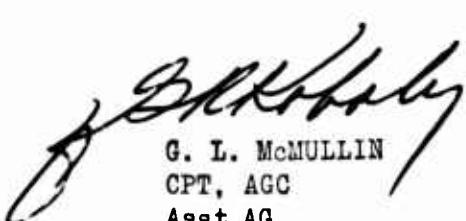
HQ, US ARMY, PACIFIC, APO San Francisco 96558 15 FEB 1967

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

This headquarters concurs in the basic report as indorsed.

FOR THE COMMANDER IN CHIEF:

1 Incl
nc


G. L. McMULLIN
CPT, AGC
Asst AG